

K. Medical Processing

The Office of Medical Services (OMS) conducts physical and psychiatric examinations of applicants being processed

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for Agency employment. OMS also provides psychological services -- testing and intensive assessment -- to components in their selection of new employees.

The Director of Medical Services (D/MS) can disapprove applicants for employment who do not meet the Agency's physical and psychiatric standards. OMS opinions and recommendations based on psychological testing are advisory; operating components are not bound by them. However, the Career Training Staff and the DO's

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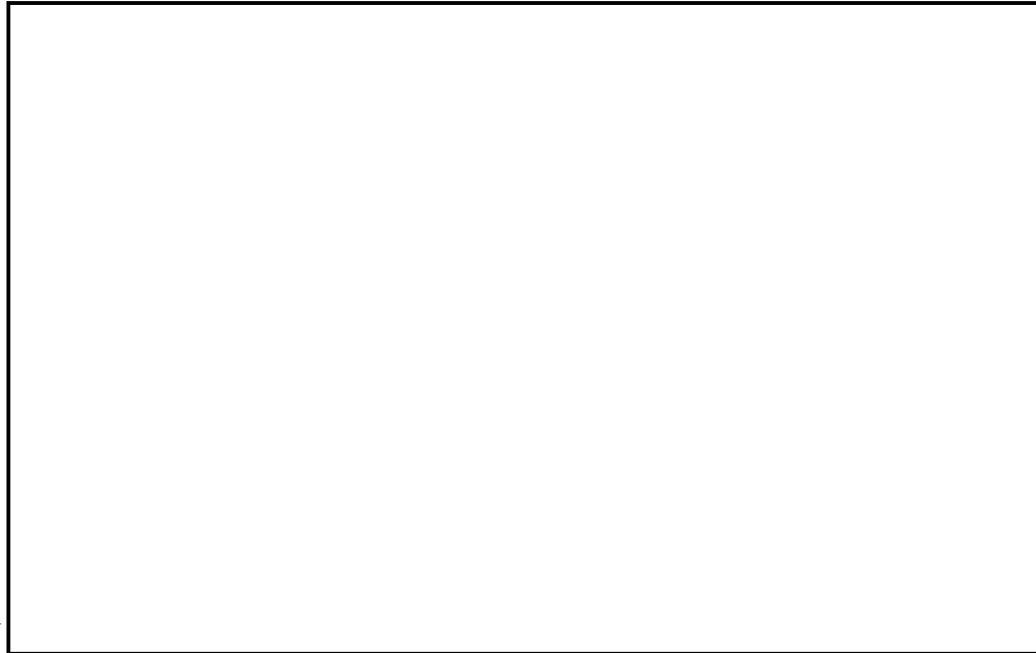
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In FY 1979, the number of applicants screened and interviewed has increased by 25 percent and 15 percent, respectively, over FY 1978.

We conclude that OMS meets its general goal of ensuring that the Agency only employs psychiatrically suitable employees. But, we believe that it would be in the interest of the Agency and of the individual applicant if OMS' psychiatric staff and consultants were to develop more uniform criteria for evaluating applicants for employment.

The Psychological Services Staff (PSS) of OMS conducts psychological assessments. Its psychological standards have evolved from the testing programs developed by OSS for

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overseas operatives and adapted in accordance with requirements from the Agency's operating components. This staff is overworked in responding to the varied, and increasing, demands for its services. Its primary functions include applicant testing; intensive assessment of CT applicants; support for the Office of Training's Program on Creative Management; psychological screening of DO employees for sensitive operations; testing programs to facilitate career progression of Agency employees; and suitability testing for people working in special technical collection activities. Since FY 1978, the number of those tested has increased about 100%. The number of intensive assessments of current and new employees has increased 72% over FY 1978.

During 1979, a sizable backlog of unevaluated psychological test results caused marked delays in the processing of applicants. We note that PSS affords top priority to CT applicants and little delay for these applicants is evident. The CTS tripled its intake of new applicants in 1979, requiring more than 500 intensive assessments. This high level of demand on PSS is expected to continue. Some components which previously relied on psychological testing have begun to process, and in a few instances hire, applicants without test results.

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PSS staff shortage has been a major factor; the assessment and research branches of PSS have only six psychologists, half of the authorized complement. Among these are two female psychological consultants. As a result of a DCI decision in late 1978, PSS was to search for a black psychologist, but none has yet entered on duty either in consultant or staff status.

P news  
to us.

There is no clear-cut delineation of roles between OMS' Psychiatric Division and Psychological Services Staff. Psychiatric screening and psychological assessment flow together. For example, the SSB's 5 April 1977 Summary of Psychiatric Selection Standards specifies certain criteria to be "carefully considered" by SSB psychiatrists for Career Trainees. These are "leadership, potential, motivation, flexibility, adaptability, the ability to maintain productivity and efficiency in the face of stress and the ability to function independently and autonomously without close supervision." PSS criteria for assessing CT applicants are essentially the same. The distinction between the roles of the two units is not clear to us, nor apparently to SSB psychiatrists, some of whom "do not know what PSS does." We believe that OMS should work out a clear-cut delineation between PSS and SSB in applicant screening and codify these in Agency regulations.

this is  
our job,  
but we  
think PD  
should do  
the same  
thing.  
then  
approach  
supplements  
ours.

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Overall, except for some delinquency in reporting psychological test results, we find no significant delays in medical processing. Only about four percent of applicants are disqualified for medical reasons.

RECOMMENDATIONS:

23. The Director of Medical Services insure that psychiatric consultants share their knowledge and experience as related to the evaluation of applicants and that they be briefed by operating officials on the Agency's functions and personnel needs.

24. The Director of Medical Services delineate the respective roles and functions of PSS and SSB in the applicant screening process and codify these in Agency regulations.

L. Applicant Review Panel

A case is referred to the Applicant Review Panel (ARP) when a clearcut medical or security decision cannot be made about an applicant's "suitability." The ARP, composed

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F. Testing

All clerical applicants are required to take the Short Employment Tests (SET) designed to evaluate their vocabulary,



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The Agency uses an QPM published scale for rating typing speed. Failure to pass the typing test results in a "clerk" designation and is an impediment to future promotion. During August-October 1979, only about 25% of new EODs passed the typing test. Those who fail have subsequent opportunity to pass the test and achieve the clerk-typist status.

All applicants who wish to qualify as stenographers must take the Agency shorthand test. The significance of this test is that passage or failure affects EOD grade. The difficulty of the shorthand test has been a matter of contention for many years. Over 90% of those who take it, including both new and experienced Agency stenographers, fail. Recently, Agency test standards were relaxed, better quality test tapes prepared and candidates for stenographer positions permitted to take it more frequently. According to the Office of Personnel Management, which reviewed the test at OPPPM's request, it is a valid test of professional quality. Nevertheless, the imposition of stringent standards, with consequent 90% failure rate, for applicants and EODs strikes us as questionable when so many of the stenographic skills among Agency clericals subsequently are not used and wither.

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Most field recruiters complain that their offices are not really equipped to handle stenographic/typing testing. The recruiter's assistant must often vacate her desk to permit a candidate use of the typewriter. Moreover, it is becoming more difficult for field recruiters to find suitable places to give clerical testing when they are away from their offices on field trips. SET is sometimes given on park benches, and in hotel lobbies. According to several recruiters, some state employment offices, which formerly assisted in giving the tests, now decline to do so. We suggest that the Director/PPPM contract out the field testing of clerical applicants.

**RECOMMENDATIONS:**

28. The Director of Medical Services arrange a validation study for the Short Employment Tests (SET).
29. The Director of Personnel Policy, Planning and Management authorize the acceptance of stenographer certifications issued by the Office of Personnel Management.

*PSS  
com.  
do this  
using its  
EP contract.*

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**ROUTING AND TRANSMITTAL SLIP**

Date **JAN 30 1980**

<b>TO:</b> (Name, office symbol, room number, building, Agency/Post)	<b>Initials</b>	<b>Date</b>
1. <i>C / PSS</i>		
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

**REMARKS**

*Jack; The attached is that portion of the I.G. server on medical processing PAT B attached. Please review & provide your comments by COB 7 Feb. ~~also~~ also included is the post on SET. Please give us your thoughts on it.*

*Red*

**DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions**

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*Ex O*

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